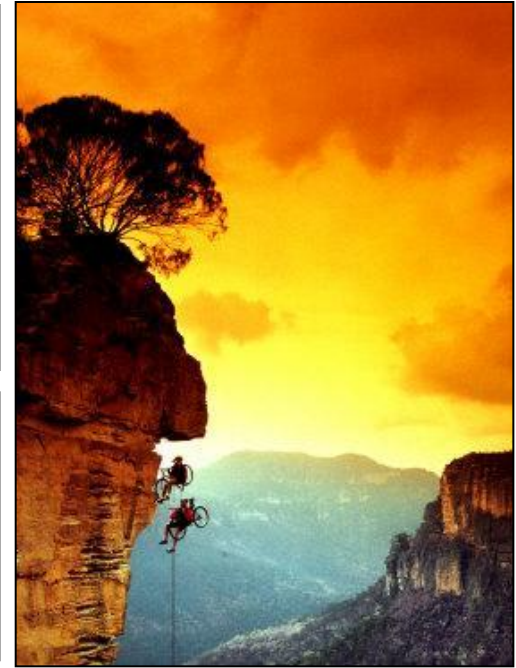
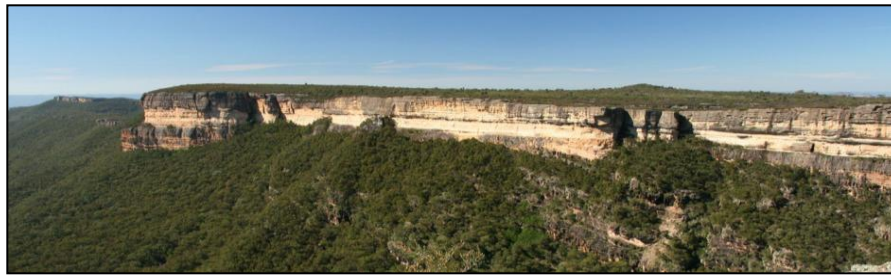


Effectively managing management effectiveness



Peter Stathis, Liz Sutherland and Andrew Growcock -
Management Effectiveness Unit, Parks and Wildlife Group
APAC - November 2008



NSW National Parks
and Wildlife Service

Department of Environment & Climate Change NSW



Not the why but the how....

Our context

- NSW State of the Parks program
- Triennial survey of all parks under management across the State
- Conducted three times since 2003
- Almost 2000 individual assessments of protected areas
- Produced a number of reports



How our program works

- Staff survey - local experts (principal assessors)
- Checked by Area Managers and reviewed/signed off by Regional Managers
- Full range of management services assessed
- Assesses Inputs as well

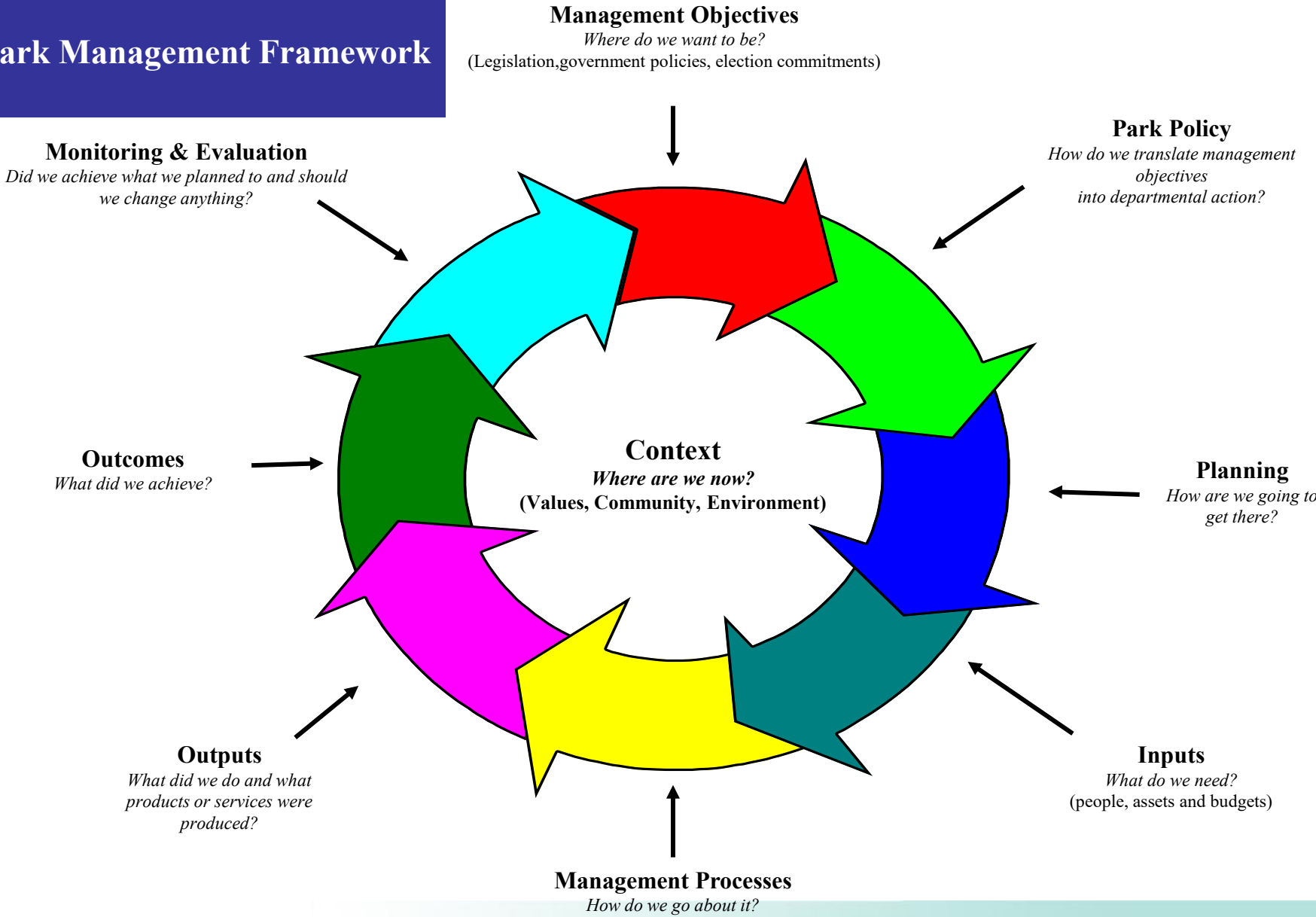


Getting started..

- Select a framework and methodology
- There are many adaptive management models to choose from - it is confusing
- We used, but adapted, the IUCN Management effectiveness model (Hockings approach)
- Built our survey methodology around this framework



Park Management Framework



Engage, support and listen to the users

- Carrots and sticks - explain the risks and benefits
- Consult staff on design, use, delivery of products
- Data quality is dependant on them and quality of training and support
- Identify early adopters/leaders
- Training, support and guidelines
- Continual refinement based on staff feedback
- Dialogue between staff is one of the biggest benefits



Information system

- Need a way to collect and return data
- We use a web-based survey tool
- Prepopulation and auditing of data to ensure it is easy to use and accurate
- Data is returned quickly using specific enquiry tools
- Conditions of use and access controls



Link and align

- Build links to other business processes that support planning and reporting at a range of scales (operational to strategic) - eg.
 - Data queries - on line tools
 - Snapshots - single page 'Ready reckoner'
 - Input analysis - estimations of staff time, volunteer time, recurrent and capital costs
- Alignment with planning cycles and reporting requirements



Don't oversell or overcook it

- Can't do everything (don't try- stick to the basics)
- Still needs context - local knowledge
- Understand and state limitations (manage expectations)
- Public management effectiveness reports are good but may not be enough
- Need to respond to agency sensitivities about data - acknowledge risks and manage them



Take home messages

- Framework and methodology - choose one that suits your needs, context and capacity
- Engage staff - from the beginning and throughout
- Information system and data tools - to readily capture and return data.
- Link and align - build it into other corporate processes (especially planning)
- Keeping it real - Understand limitations/risks and be responsive

